

# WORKERS CO-OPS - THE FUTURE CALLS...

IN a future Nationalist Britain, Workers Co-Operatives would fill the gaping hole that currently exists in Britain's economic structure.

Those companies that have gone beyond the ownership of the original entrepreneur and are in the hands of faceless shareholders - with no real knowledge or interest in how the company is best run - would be handed over to its workforce.

Businesses such as supermarkets and department stores would be broken up and the sections sold off to small

traders.

Nationalisation would only occur in those industries where it is in the clear national interest to have them under State Ownership - such as Banking, Telecommunications, Transport, etc.

In a Workers Co-Op, the whole workforce owns and controls the enterprise. Therefore, the 'traditional' conflict between management and workers is removed. Additionally, the motivation provided by private ownership is extended to the whole workforce.

There would be no need to strike. This is because the workforce itself has the final say in the running of the company. Because people who work in Co-Ops work for themselves, they see more clearly that what is best for business is best for themselves.

Workers Co-Operatives combine the ideal of private ownership with the ideal that workers should have more say in the running of industry.

## Workers Co-Ops Work .....

IN THE ancient Basque Nation in northern Spain, one in five of the working population is unemployed. Yet at the area's heart is a network of factories where business is booming. No workers have been permanently laid off and new jobs are being created. This is Mondragon where all the factories are owned and run by the people who work in them.

Mondragon is rapidly becoming one of the world's best-known and most admired worker co-operatives. Starting 27 years ago, it now includes 164 enterprises with almost 19,000 worker-members. Ninety industrial plants turn out everything from heavy machine tools to bicycles, and there are also eight food and agricultural co-operatives.

### MIRACLE

Even in these economically depressed times, annual sales for the entire Mondragon group have more than doubled to over £500 million. The greatest miracle of all is that it is in a region with one of the highest jobless rates in Spain and yet has managed to actually expand employment.

Besides industrial and agricultural co-operatives, the group includes primary and technical schools, sports and housing associations, an industrial research institute and an independent social-security system. There are also 80 co-operative stores selling a wide range of goods to 120,000 members.

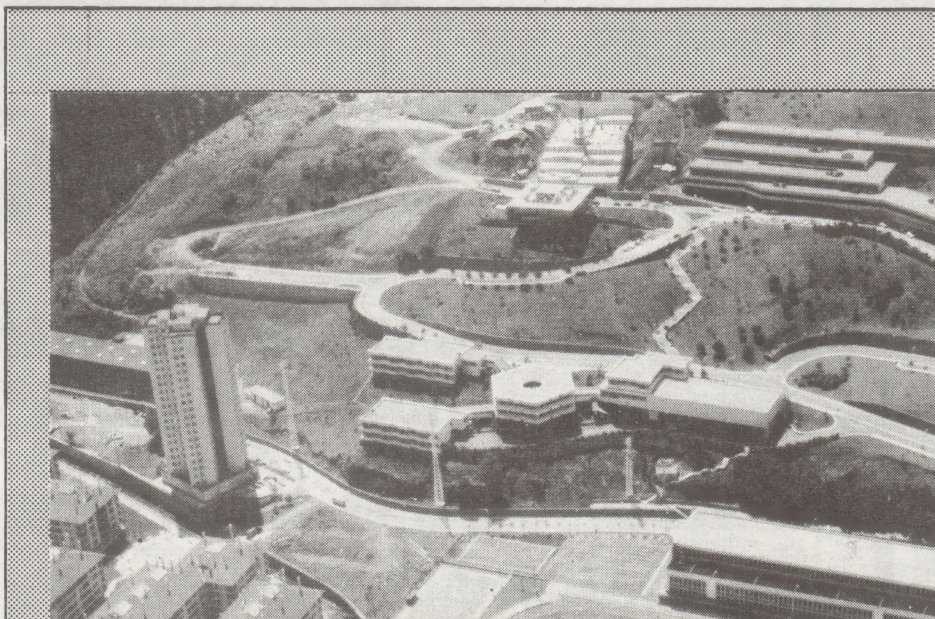
The Mondragon achievement is truly remarkable. The people are working both for themselves and for the common good - and they

specialists and technical engineers, a proportion split their days between the classroom and practical on-the-job-training. More than half the students join nearby co-operatives after they graduate.

at least 60% of final salary as a pension to be added to the state benefits.

### SUCCESS

All in all, the co-operative



A view of the Mondragon central complex showing (top) the Co-Op Bank, (centre) Research and Development Institute, (bottom left) Technical College and (bottom right) Housing Co-Operative.

are managing to be economically very successful at the same time.

And due to the tremendous success of these workers co-ops, Mondragon is now a bustling town which serves as the centre of the co-operative group's support services.

Mondragon features its own polytechnic. Its 1,200 students study for degrees as craftsmen,

On a hillside just above the school, a modern research centre staffed by 60 engineers provides the industrial co-operatives with the latest technology. Nearby is the headquarters of the group's own social security, which operates alongside the state scheme and provides extra family allowances, medical services and sickness and widow's benefits, as well as paying

movement at Mondragon is about the best industrial success story in the world. Its success is important for the National Front as well. For it proves that our ideas on industrial ownership do actually work in practise - in stark contrast to the repression and unemployment common in Capitalist and Communist countries.

## Where Owners Work And Workers Own

MONDRAGON is about the best industrial success story in the world today. But who started Mondragon? How do its workers co-operatives work? And why is Mondragon so successful?

It all started in 1941, two years after the end of the Spanish Civil War, when Jose Maria Arizmendiarieta, a 26 year-old newly ordained priest, arrived in the small town of Mondragon, some 25 miles south-east of Bilbao.

### ACHIEVEMENT

One of Don Jose Maria's first achievements was the founding of a trade school. Up until his arrival the only technical school in the area was run by a major metalworking plant which only admitted sons of employees. In 1943, Don Jose Maria's trade school opened its doors to all. Once

fully qualified, its students soon found jobs.

Twelve years later, in October 1955, with the priest's moral support, five trained men from his school opened a small workshop they called Talleres Ulgor, and began making oil stoves. Each man contributed £500 from his savings to get production off the ground, and became an owner as well as a worker. In April 1959 Ulgor was officially registered as a co-operative.

Today, Ulgor has 2,500 worker-members and is one of the biggest industrial co-operatives in Western Europe and one of Spain's major manufacturers of refrigerators, washing machines and cookers. constitution, a model for the Contract of Association that would later be used for the entire co-operative group. Based on the principle of one man, one vote, the constitution also provided that the

highest pay be no more than three times the lowest, which was pegged at the average of comparable firms in private industry.

### ELECT

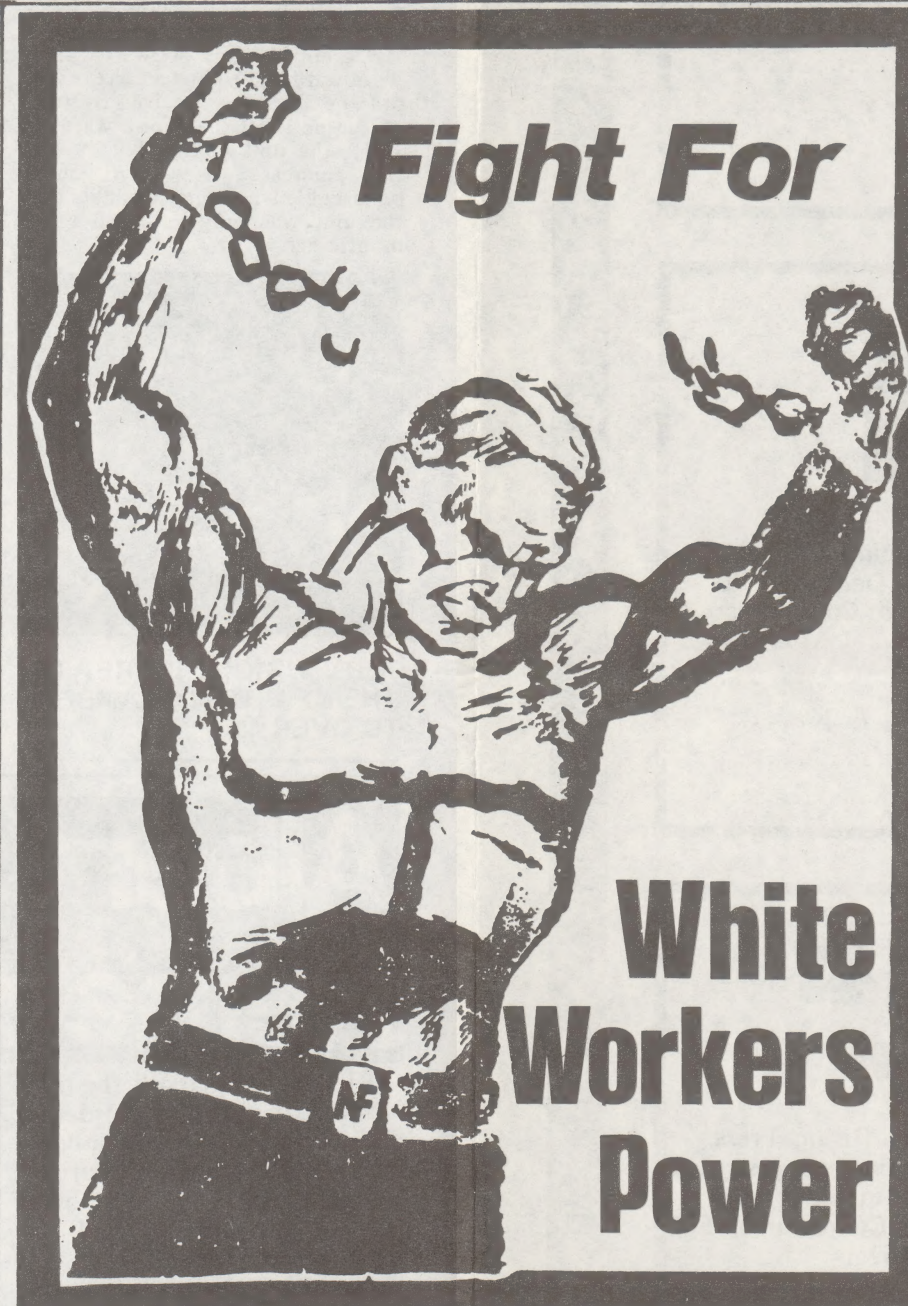
Workers in the co-operatives modelled on Ulgor now elect their boards of directors for four-year terms. Each board is a cross-section of company personnel from top to bottom. They in turn elect the chief executive and monitor and question his decisions.

Decisions on safety, pay scales and social welfare are monitored by the social council, composed of one elected representative for every 15 or 20 workers. An elected council of auditors scrutinises company books on behalf of all personnel. In all the co-operatives, workers are members, not employees, and

pay a contribution to join the firm - currently around £3,000. Instead of a salary, they receive a monthly advance on future shares in profits. In addition, a maximum of 70% of the firm's profits is divided among them and placed in holding accounts to which fixed interest is added annually, and which they withdraw when they leave. Of the remaining 30%, a minimum of 20% goes into a collective reserve fund, and 10% subsidises civic and social co-operatives associated with the movement.

### LIVING EXAMPLE

So there we have it. Mondragon provides a living example of NF policy working. Mondragon also provides a living example of the ideal: Where Owners Work And Workers Own.



## Set Up A Workers Co-Op

MILLIONS of Britons are wasting their lives away on the dole. Millions more are stuck in boring, dead-end jobs, working for somebody else. All are victims of a Tory Britain that just doesn't care.

Unlike the Tories or the Communists - who just use the unemployed people as cannon fodder - the National Front has the policies to get Britain back to work.

However, we have to face facts. The NF's ultimate victory has still to come. But, in the meantime, Britons can use the existing System to set up their own Workers Co-Operatives.

### EFFECTIVE

Just how effective Co-Operatives can be is judged from the fact that while there were only 20 of them in the whole of the U.K. in 1975, there are now over 1,000. These employ over 10,000 people and a new one is set up each working day.

A Co-Op is a business in which control and ownership rests with the workforce. Control is democratic, with each member having one vote. Any profits belong to the members - after providing adequate reserves for the development of the business, the balance is distributed to members in a fair and agreed way.

### PROSPER

Like any business, a Co-Op will only survive and prosper if it gets hard work from all its members, and provides a product or service that is really needed at the quality and price offered.

For further information on how to set up your own Workers Co-Operative, write to: The Industrial Common Ownership Movement, 7-8 The Corn Exchange Leeds, LS1 7BP. or, Co-Op Development Agency, 21 Pantoon Street, London, SW1Y 4DR.

## Neither Capitalism - Nor Communism

BOTH Capitalism and Communism are based on an economy where a handful of wealthy and powerful bosses own or control the means of production and distribution such as factories, farms and shops.

Under both systems, most ordinary people have no stake in their workplace. Strikes, low productivity and discontent are the inevitable result of this damaging division between capital and labour.

The National Front in complete contrast, calls for something radically different. Our aim is to spread the ownership of the means of production and distribution to as many British people as possible.

### MARXIST WAY

We do not aim to do this in the Marxist way by saying that 'everything now belongs to the working class', when in fact what they mean is that everything is controlled by Party bureaucrats. Such a 'revolution' would change nothing except the bosses we have to obey. Instead, we will give direct ownership to the individual worker.

The Nationalist economy will be based on three main areas: self-employed individuals, small family-run firms and Workers Co-Operatives.

With an end to unnecessary official red tape and unfair competition from giant rivals there will be a massive increase in the number of self-employed individuals

Many of these businesses will turn into family concerns, which will make for continuity and a tradition of craftsmanship and good service. The break up of giant 'agri-business' estates and the expropriation of large-scale absentee land-owners will lead to a rapid revival of family farms and small-holdings.

### PERMISSIBLE

It will be permissible for family concerns to employ small numbers of well protected, non-owning, workers, but beyond that level must be converted into workers' co-operatives. Such co-ops will be the standard operation in much of the wholesale trade and in productive industry.

There are some areas where none of these systems of ownership may be suitable, for example, capital intensive high technology or heavy industry which cannot be broken up into smaller units. These will be run as nationalised concerns, with profit sharing and worker representation.

### AVOIDED

Such State ownership will, however, be avoided wherever possible. For the general rule shall be that no-one will work for another when he is willing to work for himself. By working for themselves, our people will work for Britain.

## The Alternative To The Dole...



Workers Co-Operatives offer the only viable alternative to a lifetime on the dole.

# FED UP... NO JOB?

IT'S NO GOOD just moaning about unemployment and doing nothing about it: Unemployment won't go away until we have smashed the Capitalist System which creates it in the first place. And whilst the British people are divided, Thatcher doesn't have to do a thing.

In short, whilst the System can keep the masses happy, Thatcher knows she can sit back. But once the British people wake up and unite, then they will demand Revolution

## Revolution

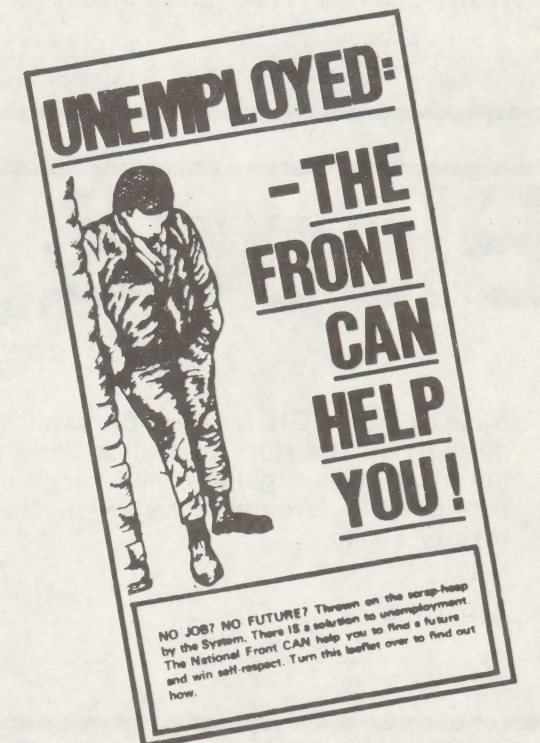
But the time is not yet right for Revolution. As we stated earlier, the System is still capable of providing 'bread and circuses' to keep our people 'happy'. But as time goes on - and as cracks begin to appear - then the masses will demand change. So we are in a pre-revolutionary situation. We must therefore use our time to recruit an elite Revolutionary hard core who will continually agitate for change. And the only way we can recruit the Revolutionaries of tomorrow is to distribute our radical NF propaganda today.

## Unemployment

To this end, the National Front has produced a special leaflet dealing with the problem of unemployment.

The leaflet is printed in dynamic Red White and Black. It has already proved to be a very popular item.

Branches, groups and individuals should rush their orders in today. Just fill in the handy coupon printed below, and we will do the rest!



## Fight Back For Britain!

I'M FED UP with the dole queues. I want to smash the Capitalist System that creates unemployment. I want the National Front to fight for full employment and social justice for the British people.

So, please rush me.....thousand leaflets (cost £5 per thousand plus £2 postage).

NAME.....

ADDRESS.....

I also enclose a donation of £ . p to help the National Front Fight Back For Britain!

Please make all cheques / P.O.'s payable to 'Nationalist Books' and send to: Nationalist Books, 50 Pawns Road, Croydon, Surrey, CR0 2QF.